



World Services

Fellowship Development Plan

**“To plan and provide services and support which
facilitate the continuation and growth of
Narcotics Anonymous worldwide”**

World Service Conference 1998

World Service Fellowship Development Plan Goals

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World Services

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“To plan and provide services and support which facilitate the continuation and growth of Narcotics Anonymous worldwide”

Introduction

Over the past five years, the world services inventory/resolution process has confirmed a number of important things about service provision at the world level that trusted servants have known for a long time. Perhaps one of the most important things that our experience has demonstrated—and that the inventory has borne out—is that world services lacks long-term strategies and goals. As a consequence, we have for many years often operated in a rather haphazard way in terms of both our acquisition and allocation of resources, as well as in terms of any long-term strategies regarding fellowship growth and development. This lack of strategic planning, when coupled with a world service structure that has occasionally been at odds with itself both philosophically and practically, has sometimes made for nearly universal frustration regarding world level service provision.

One of the things that the relative “slowdown” of the inventory accomplished was to allow both the World Service Office Board of Directors and the World Service Board of Trustees to examine what we had been doing and how we needed to better prioritize our activities. For example, the WSO Board had been working on the creation of a long-term business plan for some years prior to the inventory process. Yet the slowdown helped us to see more clearly how we needed to prioritize that project above some of the other activities that we had been concentrating on. As a result of really examining the various components of the business plan, one of the many things that we began to see much more clearly was that our resources were almost woefully inadequate for the short-term, and frighteningly precarious for the long-term. It thus became clear that the WSO Business Plan would need to carefully and methodically address the issue of resources, human and financial, as well as design a long-term strategy to improve the efficiency and effectiveness of the World Service Office.

Similarly, the World Service Board of Trustees had been formulating the various components of a fellowship development plan for quite some time prior to the inventory, yet when we set about examining our duties and responsibilities, we found that we hadn’t adequately prioritized the creation of practical materials to help our fellowship fulfill its primary purpose: lacking were such things as culturally-translatable service handbooks and training materials, a well-defined and multilaterally supported communications plan, and a coherent public relations policy.

Separately, we set about creating long-term goals and strategies to correct the shortcomings evident in our workloads and priorities and began to re-create the WSO Business Plan, on the one hand, and the Fellowship Development Plan, on the other. Over the past two years, as our discussions developed and we began to communicate with one another through our staff and liaisons, it began to dawn on us that we were, in fact, creating mutually supportive

documents in the two plans. Moreover, we began to see that, when so combined, this plan could work for both our present system as well as for the Transition Group's proposed World Board, and, in either circumstance, would satisfy the need for a long-term strategy for world level service provision. The following plan is in fact the result of those combined efforts. It contains the goals and objectives of the WSO Business Plan developed by the WSO Board of Directors and the Fellowship Development Plan created by the World Service Board of Trustees. Though each set of goals was originally developed separately, both of these plans were created with the involvement of members of both boards, the WSC Administrative Committee, and the WSO staff.

This plan is intended as a document to provide focus for future world service activities. This document will be updated and evaluated annually and will grow and develop with use. Its goals capture what our collective experience and evaluation of all world service efforts have shown us. The activities described below are meant to keep us on track but should be able to be expanded and changed when needed. Perhaps most significantly, however, this plan intends to move world level service provision more deliberately than ever before into the spirit of our program's principles. According to our steps, traditions, and concepts, our program has a very tangible spiritual mandate—to carry our message to the addict who still suffers. It also stands to reason that our fellowship's service structure must support this mandate as well.

The specifics of the following plan, therefore, are predicated upon the fulfillment of our Twelfth Step, Fifth Tradition, and First Concept. It remains our hope that this Fellowship Development Plan will provide a lasting "blueprint" for future world level service provision based upon our program's spiritual mandate. For when we remain true to our principles, our fellowship grows, and addicts find freedom from active addiction.

Goals One Through Four—

Resources: The Lifeblood of NA Services.

The reality of providing services and support to a growing international fellowship, with NA meetings in ninety countries, has strained the limits of the world service system. All of world services have heard the same requests from NA communities around the world for simple, understandable material and support. This plan attempts to put in one place what those needed materials are and what resources are necessary to be able to meet those requests.

While these demands for fellowship development efforts have steadily increased over the last ten years, available world service resources have stayed the same or even declined. Yet the careful management of resources through deliberate planning and prioritization is something that world services has had difficulty accomplishing until recent years. The more-or-less constant level of world service activity during the past two decades has allowed neither the time nor the opportunity to prioritize resources, which are the lifeblood of all our service efforts. Only when our resources became scarce and the world service system "bogged down" was there willingness at last to stop and look at how we might make our efforts more efficient and effective.

Thanks to our collective experience over the past twenty years, we see that generating adequate resources must be our first objective in this plan: As we learn in our personal recovery, until we take action and begin to practice the principles embodied in our steps and

traditions in our everyday lives, those steps and traditions are merely words upon a page. We must "live out" materially what we can so easily proclaim philosophically. Similarly, without the lifeblood of our services—human, material, informational, and financial resources—our service efforts will never effectively meet the demands of the fellowship. In this sense, it can only be through the effective implementation of the first four goals of this plan that the remaining goals can be realized at all, for without the resources by which to accomplish goals Five through Ten, they will simply remain words upon a page. To make them real, we must support materially what we proclaim philosophically.

Goal One—Increase and improve world services available financial resources.

Rationale

Our Eleventh Concept states that "NA funds are to be used to further our primary purpose, and must be managed responsibly." This concept makes clear that our financial resources at all levels of service must be dedicated to furthering our message of recovery. Further, in demanding that such resources be managed responsibly, Concept Eleven implies that we must keep a careful watch on how we utilize such resources, along with how well we are preparing for the future of our service efforts and fellowship's successful development.

These are among the reasons that the Fellowship Development Plan's first goal concerns our fellowship's collective financial resources. The fact is, our current fund flow system and reliance on conventions and literature sales to support NA services are not meeting our collective needs. Some members even believe that reliance on such sources of income as conventions and literature sales has actually moved us away from our principle of self-support. Whether or not one subscribes to that belief, certainly history demonstrates that literature and convention revenues are precarious sources of income. Our own recent history demonstrates that when several calamities occur at once (as, for example, a sharp downturn in literature sales combined with a significant loss of convention income), the survival of world services is threatened.

Short-term goals to increase revenue and establish an operating reserve such as those outlined in the WSO Business Plan will help, but will probably not be sufficient to meet future needs. Recent changes to the fund flow and establishing a plan for direct group contributions will diminish our reliance on income from conventions and literature sales. The proposed unified world services budget allows the opportunity to look at all of world services financial resources together and to plan accordingly. A renewed reliance on member support in the form of direct donations will also move us closer to the kind of self-support discussed in our traditions as well as in the principles outlined in our concepts for service.

The details and specific percentages provided in the following objectives are based on our current system. If the proposed unified budget is adopted, these details will have to be evaluated against their original intent and be adjusted to the realities of a new system.

This goal will be accomplished by the following means:**1A. Achieving a ninety-day operating reserve by 2000.**

- ⇒ This objective was originally created to achieve a ninety day operating reserve for the WSO. This would mean an increase from the current reserve of \$15,000 to \$848,000 in less than three years. The intent was to allow world services to become more stable, to plan more realistically and to highlight the critical need for a prudent reserve. While the proposed world services unified budget calls for a reserve fund, the timing and amount of this objective will have to be reevaluated to accommodate the current reality.

1B. Reducing the ratio of WSO personnel expense from 40.2% to 38% of WSO total sales (income less discounts) and the WSO cost of goods from 34.8% to 32% by 2001.

- ⇒ These percentages were established based on 1996 figures from the WSO. Personnel costs were tied to literature sales and should continue to be evaluated with this income source in mind. The intent of this objective is to keep the evaluation of personnel and cost of goods in the forefront of WSO financial operations. The evaluation of cost of goods should strive to achieve costs from suppliers that result in a reduction of 2.8% per year, with inflation rates being factored into consideration.

1C. Maintaining a contingency plan to address a downturn in WSO revenue of 7.5% or greater.

- ⇒ A four phase contingency plan was developed and adopted by the WSO Board during 1997. Three of these phases were instituted in 1997 and allowed the WSO to survive a difficult financial period. As with the other objectives, if the proposed world services unified budget is adopted, the percentage used in this objective will need to be reevaluated. The current percentage used is based on a downturn over any six-month period.

1D. Maintaining sales and marketing plans that benefit the WSO and the end user.

Objective: To increase the retention of income to the WSO while improving services and literature distribution to the fellowship.

- ⇒ These plans include:

- ◆ An annual review of product pricing

The last uniform price increase was a 10% increase in January 1996. At that time, an additional 5% uniform price increase was scheduled to take effect 1 January 1999.

- ◆ An annual review of all sales policies

There is currently one base sales policy with four variations -1) United States and Canada, 2) Europe, 3) Asia Pacific, and 4) Latin America. The current policy for the United States and Canada took effect in 1997, while the remaining policies will take effect June 1998. The WSO Board has communicated their intent to remove restrictive language from the section General Policy on Bulk Literature

Sales effective August 1998. Due to the recent changes in the discount structure, the board is strongly recommending that there be no further changes to the sales policy until the end of 1999. This would allow world service and the fellowship to have two years to evaluate the effects of the changes that have already been made.

- ◆ An annual review of the marketing plan

This plan was established in 1997 to reduce our reliance on a single customer. It should be evaluated on an annual basis with quarterly reports provided to the WSO Board and the WSB.

- ◆ The dissolution of all existing licensing agreements and reevaluation of all special agreements by June 1998.
- ◆ Stringent adherence to the existing sales policy
- ◆ An increase in the efficiency of our literature distribution system.

1E. Finalizing and achieving conference approval on the implementation of a unified world services budget by WSC 1998.

- ⇒ The Transition Group is presenting a unified budget proposal for world services to WSC 1998. If adopted, a two year implementation cycle will be initiated.

1F. Clearly defining routine operations of world services.

- ⇒ Identification of what has come to be considered the routine activities of world services is presented to the World Service Conference each year. This should continue to be evaluated annually and presented to the conference.

1G. Implementing a new fund flow system by December 1997.

- ⇒ A new fund flow system was approved at WSC '97 with the adoption of *A Guide to Local Services*. As was discussed last year, the World Service Board of Trustees has taken the premise of this system and developed a pamphlet that is being presented to WSC '98 for action. Education of and communication with the fellowship will be an essential component of any system's chance for success. With this in mind, the first two issues of the new *NA Way* forwarded articles on this topic to further fellowship discussion.

1H. To increase fellowship donations to world services an additional \$1,000,000 by the end of 2000.

Objective: To cover 25% of world services operational expenses by member contributions.

- ⇒ The intent of this objective is to acquire additional revenue that diminishes world services' dependence on literature sales and conventions. Member/group support in the form of direct donations will also move us closer to the kind of self-support discussed in our traditions as well as in the principles outlined in our concepts for service. The percentage and amount cited here will need to be evaluated if a unified budget is adopted and after the fellowship has had time to become familiar with the new fund flow system. This goal was written considering 1997 total world service income as a base.

Goal Two—Increase and improve world services' available Fellowship Development Tools—such as service handbooks, bulletins, manuals, and training materials—that address recovery- and service-related questions and concerns.

Rationale

Our current handbooks, bulletins, manuals, training materials, and other available material often do not address many of the issues faced by NA communities around the world. The background information and principles that our service strategies and procedures are based on are not usually stated, and most of this material was not developed for use in multicultural situations. Many NA communities request more practical, "how to" guides than are currently available.

The current process for the development, approval and distribution of service material was created to address handbooks and other material that tend to become "policy." Most of the support and assistance that is requested is for simpler, more usable information. This is usually the type of information that is shared in workshop settings but which we are unable to provide in written form without a multi-year process. The process to develop new materials in response to requests from the fellowship needs to be streamlined and the material that is developed should be easy to understand and adapt to local needs.

This goal will be accomplished by the following means:

2A. Developing a process to determine needed informational tools and bulletins to address fellowship issues.

- ⇒ There are several projects already in varying stages of development or revision by world services that have yet to be completed. These include the Guide to Public Information, *TWGWSS*, the Phoneline Handbook, Convention Handbook, H&I Handbook, and a series of training workbooks. These items should be completed before new items are begun. Further, an assessment of currently available material and the creation of the process called for in this objective is included in the plan for a Communications Task Force.

2B. Creating a process for the selection, evaluation, creation, and distribution of bulletins to address fellowship issues.

- ⇒ The World Service Board of Trustees will create this process. Their current list of needed bulletins includes Abstinence, Disruptive Behavior in Meetings, and Retaining Members with Clean Time (in service and in meetings).

2C. Creating informational tools that are needed and appropriate for Fellowship Development.

- ⇒ This process will start after the previous two objectives are addressed.

Goal Three—Increase and improve world services' retention of fellowship data.

Rationale

As the central repository of information for our fellowship, world services and the WSO have as one of their many responsibilities to collect and distribute helpful service- and recovery-related information to the fellowship at large. Yet one way in which we have not satisfactorily succeeded in this responsibility occurs in the area of collecting useful information regarding successful fellowship development efforts on behalf of newer and less experienced NA communities worldwide. In the course of assessing the fellowship's needs while developing the Fellowship Development Plan, the World Service Board of Trustees directed staff to examine the available regional archives to determine whether we had an adequate database to create a baseline of successful past fellowship development activities to serve us in future development efforts. What we quickly discovered was that, while we do have boxes of past regional minutes, reports, correspondence, and so forth, we don't have much in the way of coherent information that might help us in future fellowship development activities. Because we have never defined an agreed-upon method of either soliciting or gathering such information, the data we do have about local NA communities' growth and development is sketchy and inconsistent.

Establishing and maintaining a system to collect and maintain data and information from the fellowship is critical for several reasons. If any evaluation of our fellowship development activities is to ever be truly effective, world services needs to be able to evaluate such activities with regard to how such efforts have or have not affected the targeted local NA communities. Reliable information about the fellowship will also allow for the identification of needs and general conditions. Having the ability to focus our resources to meet challenges before they become critical will benefit fellowship growth.

This goal will be achieved by the following means:

3A. Creating a procedure by 1999 to gather fellowship information annually in order to measure growth, service delivery, and general conditions.

- ⇒ Creating this procedure for identifying the information that it is important to capture, along with the system to allow the use of this information, will be developed.

3B. Designing an effective information management system by 2000.

- ⇒ This system will be created by the WSO. This date may need to be reevaluated based on the pending actions before the conference to restructure the world services system.

Goal Four—Increase and improve world services' available Human Resources.

Rationale

Experience is the foundation of all of our services. World services needs to do everything possible to prepare newly selected trusted servants and special workers for their responsibilities. We can no longer thrust people into positions and expect them to learn their roles over time. These people are an investment in our future and need to be trained and oriented as soon as possible if they are to participate to their full potential. While we ought to encourage members to rotate through the system, we also must recognize the fact that we lose valuable resources every year throughout the service structure; people come in and serve for a few years, but we have no method of retaining that experience.

All of our members should have access to the tools and philosophy of NA service should they have an interest. Training should provide interested members with the underlying premises of service, historical background, and access to the information they need to perform well. We also need to identify members who have specific skills and experience as resources for future needs.

This goal will be accomplished by the following means:

4A. Providing training and orientation for Trusted Servants and WSO Staff.

- ⇒ Training and orientation must be prioritized if world services is to become an effective system. If the World Board is adopted at WSC '98, this will be an important component of their activity for the next conference year.
- ⇒ Training for WSO staff has been a priority for the past several years. During 1996 and 1997, more focus was given to in-house training (as opposed to outside courses and seminars) due to financial constraints. All training needs to continue and to be improved.

4B. Creating a process for the succession and continuity of Trusted Servants.

- ⇒ A process needs to be developed by which to gather experience about specific areas of service or expertise. This information needs to be retained and passed on to new trusted servants. The retention of this information is critical to effective training and orientation. The process through which to accomplish these aims will be developed and included in the information management system referred to in Goal Three.

4C. Identifying resources to meet specialized needs.

- ⇒ This list of resources (translators, printing, proofreading, etc.) has been identified and will be updated annually.

4D. Developing a training and education program by the 1999-2000 conference year.

⇒ The purpose of this goal is to develop a program that will address the needs of our group, area, and regional trusted servants.

4E. Developing a human resources network by 2001.

4F. Incorporating a training and education component into all of the Fellowship Development Plan goals.

Goal Five—Increase and improve planning for fellowship development activities and travel

Rationale

In the largest sense, improving planning for fellowship development is what this entire document strives to accomplish. Yet within that larger objective, two world service efforts are more often identified as helpful to developing communities by those communities themselves than any other: those two efforts are (1) fellowship development activities such as the Development Forum at the World Service Conference, and (2) fellowship development travel, such as trusted servant trips to developing NA communities for the purpose of gathering information from and providing guidance and support to developing communities throughout the world.

World services needs to take a more proactive role in its interactions with developing communities, and objective evaluation of our efforts will help us determine whether what we are doing is successful and how we can improve. Better planning for fellowship development activities and travel are absolutely essential if we are to have more effective fellowship development efforts. Planning and implementing a comprehensive fellowship development strategy should happen immediately, and should include fellowship development activities and travel as two vital components of that strategy.

This goal will be accomplished by the following means:

5A. Effectively planning fellowship development activities.

⇒ This planning will include:

- ◆ Short- and long-term goals.
- ◆ Research and evaluation.
- ◆ Increased ongoing communications between world services and targeted communities.
- ◆ Scheduling, budget coordination, and follow-up activities.

⇒ The Interim Committee has included these items in its planning for all fellowship development activities this year. The Interim Committee will develop a process for more effective planning, information management, and follow-up of fellowship development activities over the next conference year.

5B. Creating a strategy for developmental trips.

- ⇒ This strategy will include:
 - ◆ Criteria for prioritization.
 - ◆ Selection criteria.
 - ◆ Content.
 - ◆ Boundaries.
- ⇒ The Interim Committee will create this strategy.

Goal Six—Institute a quality assurance program at WSO.**Rationale**

Over the past fifteen years, the World Service Office has grown from an essentially "mom and pop" operation to a multimillion dollar service center whose responsibilities encompass hundreds of procedures, protocols, and production-related operations. Due to the sheer complexity of these duties, and in consideration of their importance to our membership and to the public-at-large, the WSO must become a more efficient and quality-oriented service center. The institution of a quality assurance program will help ensure the WSO's increasing attention to efficiency and quality in all its products and services.

This goal will be accomplished by the following means:**6A. Integrating a quality program with all necessary systems and training into the WSO by December 2001.**

- ⇒ This needs to be initiated after the current structural changes are decided. It will take quite some time from initiation to complete implementation.

Goal Seven—Enact the necessary structural changes to allow world services to become more effective.**Rationale**

It has long been acknowledged by different groups and consultants that our current world service structure is ineffective. Our current system adversely impacts world services' ability to provide effective and focused fellowship development activities.

The Transition Group currently has proposals before the conference to address this goal.

Goal Eight—Improve world services' written and face-to-face communication with the fellowship.

Rationale

Communication is a factor in everything we do. It was identified as a critical issue throughout the inventory process but has not been directly addressed by the resolutions. In addition to improving our written communications, world services also needs to increase communication with the fellowship in face-to-face workshops hosted by local NA communities. The communications plan initially developed by the WSO is comprehensive, involves all of world services, and has been included in the development of this plan.

This goal will be accomplished by the following means:

8A. Establishing communication standards that address the following critical issues:

- ◆ Education and Training of Staff and Trusted Servants.
 - ◆ Technology Planning and Utilization.
 - ◆ Relationship of Management and Leadership.
 - ◆ Relationship with Membership and Service Structure.
 - ◆ Translations.
- ⇒ A Communication Task Force (CTF) will be created as soon as possible after WSC 1998. This group will take approximately 18 months to complete their work.

8B. Developing a protocol for standardized responses to fellowship inquiries that includes acceptable response times.

- ⇒ The Communication Task Force will address this protocol.

8C. Creating a quarterly consolidated publication for world services by June 1997.

- ⇒ This goal was completed with the adoption of the new *NA Way* at WSC '97. The focus, content, and most effective use of this publication will need to continually be evaluated.

8D. Creating a fellowship-wide interactive workshop system by 1999 - 2000.

- ⇒ Workshops will be developed by world services and use all available fellowship experience.

Goal Nine—Identify new recovery material(s) needed by the fellowship and develop a plan for their creation by 1999.

Rationale

Unfortunately, the late 80's was the last time world services considered a new idea for a recovery IP. What materials can we provide for our members that could assist them in realizing their recovery and helping us carry our message? Good question! Let's find a way to ask our members what they want and need, and then develop a process that ensures quality and puts new literature on the tables within a reasonable time-frame. NA now has many members who have experienced recovery firsthand who can help us identify areas where we need to focus our written efforts. We need to let them help us help our newer members through new literature.

This goal will be accomplished by the following means:

9A. Creating a process for the development of new recovery material.

- ⇒ World services will develop a three- to five-year development plan with annual components. This should focus on the identification of what new recovery material our fellowship wants and the creation of a development process.
- ⇒ This will need to remain an ongoing process along with goal Two - C; *Creating informational tools that are needed and appropriate for Fellowship Development*. This will be addressed after WSC 1998 and include any pertinent decisions made at WSC 1998 that effect literature.

Goal Ten—Develop and maintain strategies that further our public relations philosophy, objectives, and activities.

Rationale

After adopting the Public Relations Plan, the World Service Board of Trustees realized that we had not spent adequate time discussing the basics of our fellowship's public relations philosophy, nor had we provided sufficient oversight of the work associated with the PR Plan.

In our enthusiasm to move ahead, the WSB as a whole did not hold the necessary preliminary discussions about fundamental questions regarding our fellowship's relationship to the public. However, after careful deliberation months later, we prudently decided to delay moving forward with the PR plan until we had held the prerequisite discussions.

To finalize the PR Philosophy, it was necessary to discuss and come to a consensus on some of the following issues:

- ◆ Our relationship with researchers and with research conducted outside of NA. The issue of affiliation, implied endorsement and having opinions on outside issues. The effect of this on world services and local NA communities.
- ◆ Agreement on working definitions of cooperation and affiliation; attraction and promotion.

- ◆ Working with governments to develop cooperative relationships that avoid endorsements and/or affiliations.
- ◆ Keeping NA out of public controversy.
- ◆ Effective participation in public forums without promotion. Helping to define the distinctions between attraction, promotion, and advertising.

The World Service Board of Trustees developed the following statement as our public relations philosophy at the November 1997 meeting. This philosophy statement and the five objectives contained therein will be the standards and/or benchmarks to which all our proposed PR efforts will be evaluated prior to being considered.

Public Relations Philosophy

Narcotics Anonymous is a worldwide organization whose primary purpose is to help any individual stop using drugs. Our message is that an addict, any addict, can stop using drugs and find a new way to live. We cooperate with the public by providing information about NA and our program of recovery. We seek to increase the awareness of NA's existence by providing services, presentations, media exposure, and printed materials.

Our public relations activities can be evaluated against the following objectives:

1. Help the still-suffering addict find the NA program.
2. Develop and present a positive image of the NA program to society-at-large.
3. Cultivate and maintain cooperative relationships with professionals.
4. Help clarify the role of NA as a resource in the community.
5. Ensure that all our public relations activities are in keeping with the principles of our Twelve Traditions.

10A. All current strategies and activities, as well as future public relations plans must address the following issues:

- ◆ Orientation of trusted servants and staff.
- ◆ Professional events.
- ◆ Tools for service and recovery information.
- ◆ General Informational Services (internet, CSA, PSA).
- ◆ Training and coordination with fellowship.
- ◆ Well planned, quality presentations.
- ◆ Increased public visibility.
- ◆ Networking and liaisons with professionals.
- ◆ Data collection/surveys, internally controlled.
- ◆ Tools for local fellowships' PR efforts.
- ◆ Tools for local fellowships when approached by professionals, in particular researchers.
- ◆ Follow-up.

⇒ The trustees have developed a working public relations plan that is updated each year. Included in each year's activities is the maintenance of those activities that we are

currently participating in. These include our status as a non-governmental organization with the United Nations and ongoing relationships with organizations like the ICAA.

NOTE: "Research" activities are no longer part of our pr plan. At this stage, research, due to the potential blurring of possible tradition violations, has been put on hold. It was decided that when world services has sufficient resources to allocate to research, we could consider hiring a WSO staff researcher.

Conclusion

We hope that you support this "blueprint" for future world services activity. These goals—with their accompanying objectives and rationale—represent our best thinking, based upon years of practical experience, as to where we, as a fellowship, need to direct our attention for world level service provision. As a work-in-progress, this plan should be considered a "living document"—one which will grow and change as our fellowship and its needs grow and change. Just as what is appropriate to one phase of recovery may change over time, so we may find that, as our experience with becoming an international fellowship deepens, so will our understanding of the needs of developing communities. Thus, so may this Fellowship Development Plan shift and change to accommodate our deeper understanding and more comprehensive awareness of our fellowship's wants and needs.

Another crucial thing to remember about this document is that it represents something that we, as a fellowship, have never had before: a comprehensive, coherent long-term plan for fellowship development and service provision at the world level. When our Basic Text was published in 1983, and the revenue that its sales began to generate made an increasing provision of fellowship services possible, NA world services hit the ground running. We had so much time to make up for, and so much needed to be accomplished, that we never really had the time to stop and address exactly how and why we were providing those services. Now, however, as a result of the "slowdown" of the inventory process, we have finally taken the time to develop long-term goals and strategies for world level service provision. In this sense, the Fellowship Development Plan is symbolic of our growing maturity as a worldwide, self-supporting and self-governing fellowship of recovering addicts. We have come a long way.

It is also important to note that this plan is a culmination of two groups working separately, reaching the same conclusions, and then coming together in a spirit of unity and cooperation for our common good. Equally important in this effort is to renew our commitment to service provision based upon the spiritual mandate of our steps, traditions, and concepts.

We understand the toll that the world services inventory has taken upon our members both in terms of individual frustrations with world services as well as in terms of local enthusiasm for providing services in Narcotics Anonymous. We believe, however, that the renewed sense of commitment, mutual trust, and respect embodied in the above work goes a long way toward demonstrating the value of the past five years of inventorying ourselves and assessing what we need to do in order to better serve our members.

We hope you agree. Most importantly, we hope you will support this effort to better serve Narcotics Anonymous into the twenty-first century.